



Ceemet
European Tech &
Industry Employers

Ensuring a just transition through national & sectoral initiatives

Position paper

December 2025

www.ceemet.org

Contents

About Ceemet

3

Introduction

4

Properly managing the just transition:
a crucial challenge for MET industries

6

Building on existing frameworks: Support
sustainable growth without new directives

11

Conclusion

14

Annexe 1: National and local initiatives on
anticipating change

15

Annexe 2: National and MET good practices on
upskilling and reskilling workers

17

Annexe 3: National legislation following the
information and consultation directive

19



About Ceemet

Set up in 1962, Ceemet is the European employers' organisation representing the interests of the metal, engineering and technology-based (MET) industries with a particular focus on topics in the areas of employment, social affairs, industrial relations, health & safety and education & training.

Ceemet members are national employers' federations across Europe and beyond based in 20 countries. They represent more than 200,000 member companies, a vast majority of which are SMEs.

Ceemet members provide direct and indirect employment for 35 million people and cover all products within the MET industrial sectors, detailed below.

Together, these companies make up Europe's largest industrial sector, both in terms of employment levels and added value, and are therefore essential to ensuring Europe's economic prosperity.



Introduction

The metal, engineering and technology (MET) industries represent 35 million direct and indirect jobs. Among our industries^[1], we cover automotive, shipbuilding, aerospace, and medical equipment, among others. Companies in these sectors have been significantly impacted by the twin digital and green transitions, not only due to their activities but also because of the nature of their products. They are particularly susceptible to the geopolitical context, rising energy costs, and global competitiveness. To remain competitive, they must continuously innovate, evolve, and adapt to the challenges of tomorrow. This dynamic directly affects their employees, who must likewise adapt to new tools, technologies, and products, requiring ongoing skills development.

In this context of major transformation, it is essential to ensure the competitiveness of the MET industries, as competitive companies are better equipped to lead a successful transformation that benefits both workers and employers. It is therefore essential that EU and national policymakers work to create suitable enabling conditions for attracting investments and boosting competitiveness in order to achieve a successful transformation.

Indeed, in our view, the transition must be led by companies themselves. Legislation will certainly not provide the flexible solutions that are needed by companies to adapt to the rapidly evolving transformation of the economy and will only add additional burden and red tape at the expense of competitiveness.

It is a reality that in this transition, one-size-fits-all approaches are not the answer as the transformation varies greatly from company to company, from sector to sector, from region to region, and from Member State to Member State. In fact, industries need flexibility, not rigid and detailed legislation, in order to adapt quickly to rapid changes. Only in this way will we ensure a successful transformation.

In this regard, we would like to recall that the Competitiveness Compass released in January 2025 establishes competitiveness as one of the EU's overarching principles for action. The aim of the compass is to make business easier and faster and ensure Europe's prosperity. To this end, as the Commission itself points out, we need that EU and national policies are aligned around the same objectives and reinforce each other in order to foster an environment where innovation, clean technologies, and industrial strength can thrive. Now is the time to turn the ambitions set out in the compass into tangible actions.

[1] For the full list of the NACE codes covered, please check: <https://ceemet.org/about/>

The automotive industry

Within the MET industries, the automotive sector has been among the sectors most affected by these challenges. While environmental targets have prompted product changes, insufficient infrastructure and a shortage of skilled labour have caused delays in meeting both these targets and market demand. However, the sector's response to the dual transformation and the implementation of green legislation varies considerably from one EU region to another. In fact, while some EU automotive regions are undergoing a successful transformation, others are experiencing significant challenges. As a result, restructuring and job losses have occurred in some EU regions, justifying, for several stakeholders, the call for a new EU directive on Just Transition^[1].

For Ceemet, this call for an EU legal framework overlooks the existing systems of social dialogue and legal frameworks, which have proven efficient and fails to reflect the realities faced by companies. As said above, rather than layering additional legislation on top of the existing EU and national frameworks, we believe support should be given to social partners and Member States in enforcing existing adequate legal frameworks to support a fair transition, guarantee job creation and strengthen the competitiveness of the European economy.

This paper examines how the MET industries can navigate the twin digital and green transitions with national and sectoral policies while ensuring a just and competitive transformation of employment and production systems.

Rather than layering additional legislation on top of the existing EU and national frameworks, we believe support should be given to social partners and Member States in enforcing existing adequate legal frameworks to support a fair transition.

[1] Draft report (2025/2131(INL)) containing recommendations to the European Commission for a directive on just transition in the world of work, emphasising job creation and the revitalisation of local economies (MEP Jana Toom, EE, Renew).





1

Properly managing the just transition: a crucial challenge for MET industries

Today the green and digital transitions are impacting all sectors of the economy and all EU countries, with local and regional variations. Thus, anticipating and managing change effectively and in a timely manner during rapid transformation is essential for European companies to remain competitive, continue to thrive, and keep creating quality jobs.

In the MET industries, anticipation and management of change are already underway in most Member States. This occurs through several instruments. Companies inform and consult workers about the impact of the twin transition on work organisation, employment and the anticipated skills needs. Based on these insights, they implement upskilling and reskilling programmes to ensure that workers acquire the skills needed to manage a successful twin transition.

Moreover, it is equally relevant to mention that social dialogue continues to play a critical role in the MET industries in dealing with fair transition policies and in putting in place adequate mechanisms to anticipate and manage change. Collective agreements are, in fact, a key tool for addressing the rapid changes reshaping the world of work. These changes stem from several structural factors, including the green and digital transitions, labour and skills shortages, an ageing workforce, and widening skills gaps.

In the MET industries, anticipation and management of change are already underway in most Member States through several instruments.



Besides, EU funds, in particular in the area of skills, also play an important role when it comes to supporting up and re-skilling policies. We therefore continue to call for easy, simple, and user-friendly access to these funds, particularly for SMEs, so they can implement effective training schemes for their workforce.

On top of all this, national and EU legislation aimed at ensuring a fair transition already exists and is being implemented on the ground.

1. Up- and re-skilling policies at the heart of the transition

For MET employers, up- and re-skilling policies should be placed at the heart of the transition in order to boost competitiveness, increase continuous employability of the industry workforce and strengthen the European industrial basis. Against this background, one can mention that, in addition to the governmental plans^[1] in all EU countries, MET industries have created joint programmes or networks to bridge the gap between education and the world of work. These initiatives help address emerging skills needs and support a just transition.

In fact, several Member States illustrate how social partnership initiatives and business-education partnerships can address skills gaps. In Italy, for instance, Confindustria^[2]'s partnerships with universities support smoother school-to-work transitions. In France, the MET employers' organisation, UIMM, has its own network of training schools which directly targets emerging technical skill needs. Meanwhile, in Belgium, social partners have offered sectoral funds for the Agoria Academy to align training with digital and environmental transformation objectives. In the Netherlands, social partners in the MET industry are cooperating with regional companies and schools in secondary education, VET and higher education to establish regional Hybrid Tech Centres: inspiring meeting locations with up-to-date practice rooms for joint technical training, LLL and innovation.

As evidenced, faced with the challenges of education systems in responding swiftly to the changing (skills) needs of labour markets and the acceleration of technological innovation, employers and employees had to adapt.

Against this background, MET companies^[3] are investing heavily in promoting their professions and in training employees to enable them to acquire skills and adapt to new skills more easily. These various programmes, schools and investments have certainly contributed to an increase in employee participation in training^[4]. Notably, stakeholders in the MET industries report strong engagement in upskilling and reskilling efforts of their workers while ensuring a smooth transition.

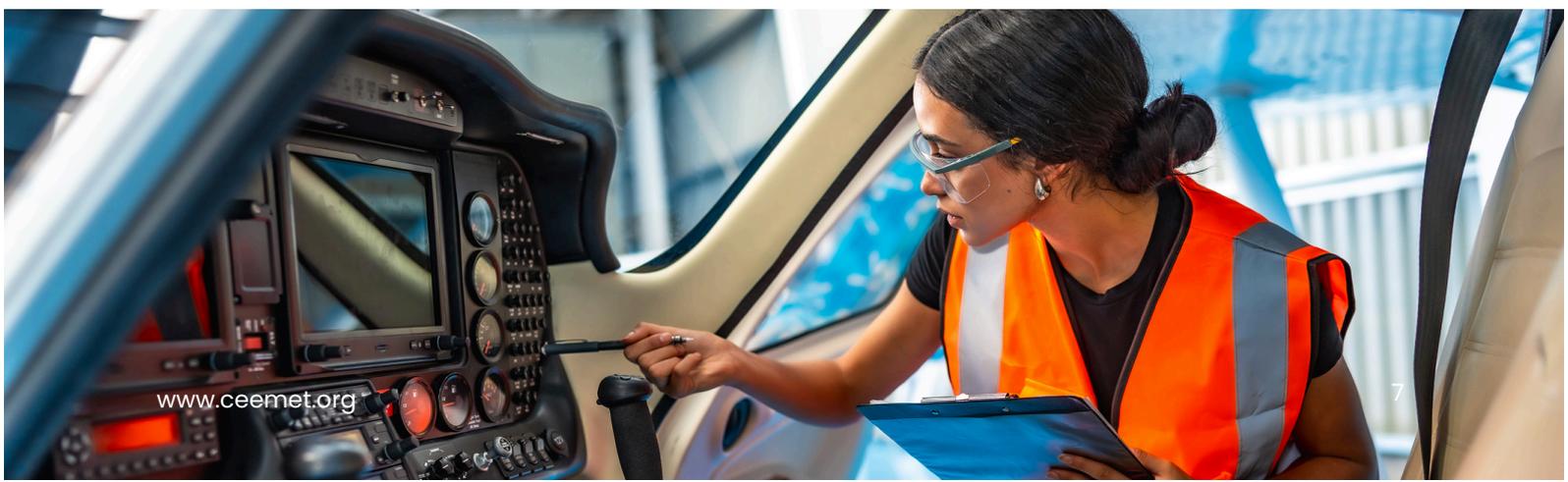
These initiatives also suggest that effective management of the just transition in the MET sector depends on sustained investment in skills and close collaboration between employers, employees, and public authorities. Only by working together can stakeholders ensure that training systems keep pace with evolving needs, structural changes, and genuinely prepare the workforce for the future.

[1] Annexe 2: National and MET good practices on upskilling and reskilling workers

[2] General Confederation of Italian Industry

[3] "According to a recent Eurobarometer survey (European Commission, x year), skills shortages constrain 63% of companies in their business activities, 45% in digital adoption, and 39% in environmental adaptation. These figures underscore that workforce capabilities remain a key bottleneck in achieving a just and competitive transition in Europe."

[4] In the EU, 47% of working-age adults (25-64) participated in education and training in 2022, up by three percentage points from 2016, [Adult learning – participants](#), Eurostat, 2024





2. The importance of information and consultation in anticipating and managing change

In line with the existing European legislative framework, companies comply with Directive 2002/14/EC, which establishes a general framework for informing and consulting employees in EU companies, and Directive 2009/38/EC on European Works Councils, which provides for information and consultation on transnational issues. These instruments ensure that employees are informed of foreseeable developments in the company's activities and consulted on decisions that may have a significant impact on them.

In Sweden, the Co-determination Act (MBL) establishes robust mechanisms for informing and consulting employees such as the principle of Negotiation before decisions. According to MBL, employers are required to engage in dialogue with trade unions before making important decisions, in order to anticipate changes, even though the employer retains the final decision-making power. As a result, changes related to the twin transition are subject to information and consultation for employees.

In most of the Member States, the obligations to inform and consult workers are well implemented and are often further reinforced through national initiatives.



In the Netherlands, the Works Councils Act (WOR) imposes information and consultation rights on workers, ensuring that works councils are consulted on major changes such as restructuring, mergers or bankruptcies.

The above examples illustrate how proactive information and consultation processes can facilitate workforce adaptation to technological and environmental transformations while maintaining industrial stability

As a matter of fact, in most of the Member States, the obligations to inform and consult workers are well implemented and are often further reinforced through national initiatives.

For all these reasons, we believe that the EU should refrain from releasing legislation as regards the review of the framework on information and consultation of workers and their representatives. In fact, the directive on consultation and information of workers already provides an adequate framework to inform and consult employees on major transformations occurring in the company, particularly with regard to the workplace changes and the development of new forms of work that are needed to meet the transition objectives.



3. Collective bargaining and social dialogue, key elements to a successful just transition

In the context of the green and digital transitions, MET industries have already demonstrated their commitment, adaptability, and the value of close cooperation with worker representatives to ensure the successful implementation of change. Companies in the MET sector^[1] are adopting collective agreements on the anticipation of change and upskilling of the workforce in order to better manage the just transition. In fact, as representatives of the MET industries, we have many examples of collective bargaining agreements that provide an excellent framework for addressing labour market changes. These agreements help adapt employment conditions to the evolving needs of the world of work, particularly in the context of the twin transition.

In this respect, Ceemet would like to underline once more that collective bargaining's flexibility – compared to legislation – leaves a larger room for manoeuvre for social partners at the appropriate level to negotiate customised agreements to a rapidly changing world of work. Likewise, collective bargaining remains today an indispensable tool for anticipating and managing change in a timely manner, closely involving workers and companies.

Moreover, beyond collective bargaining agreements, MET social partners at the appropriate level (company, regional, sectoral) are better placed to understand the challenges that companies and workers go through. Thus, they are more likely to find the most suitable and efficient tailor-made solutions that take into account the specificities of their companies and workers. These tailor-made solutions have shown their effectiveness in managing the major transformations that industries are undergoing to the benefit of both companies and workers.

For example, in the area of skills, as MET representatives, we have collected upskilling and reskilling schemes developed by social partners. These initiatives have proven successful at national and regional levels, significantly increasing training participation in our industries and supporting a successful transformation.

With regard to the effectiveness of social dialogue in anticipating and managing the profound transformations that are taking place in the industry, one could argue that the usefulness of social dialogue is not the same in all Member States and therefore justify the call for further legislation. Indeed, the European Union is characterised by a wide diversity of collective bargaining coverage rates. In 2020, it was estimated that six out of ten employees^[2] in the EU were covered by collective agreements. The European Commission^[3] observed that collective bargaining coverage in the Union ranged from less than 20% in some countries (such as Estonia, Lithuania, and Poland) to above 80% in others (such as Belgium), highlighting the diversity of coverage across Member States.

[1] Annex 1 – National and local initiative on anticipating change

[2] ETUI “Collective bargaining”, 2025

[3] EU Commission “[Staff working document accompanying its 2020 proposal for a Directive on adequate minimum wages](#),” 28 October 2020

In Ceemet views, this diversity of social dialogue across Europe reflects its adaptability and maturity rather than its absence. As a matter of fact, in the ongoing transformation, countries with a low rate of collective agreement coverage are increasingly moving towards their adoption. This is notably due, amongst other reasons, to the various European projects in which they are involved, through the participation of their European social partners such as Ceemet and IndustriAll Europe. While some European countries are progressing at different speeds in the implementation of social dialogue and training policies, European social dialogue and recent EU-funded projects such as Bridges, SoDi and Trireme (*see the boxes below*) have encouraged wider adoption of collective agreements and supported the development of just transition policies and skills anticipation initiatives. These initiatives have a direct influence on workforce planning and adaptation.

1

SoDi project: A European project that brings together social partners, including Ceemet and industriAll Europe, to support the implementation of the European Industrial Deal.

- Goal: To build a more resilient, sustainable, and socially responsible future for the European metal sector by involving social partners in the industrial transformation.
- Activities: Comparative research, training sessions, e-learning platforms, and policy proposals, as described on the Ceemet website.

2

Bridges 5.0: A project focused on preparing the workforce for Industry 5.0 by addressing skill gaps created by rapid technological advancement. Ceemet and IndustriAll-Europe are fully involved in this project.

- Goal: To research, evaluate, and develop a platform for efficiently training workers, according to the [CORDIS website](#).

3

Trireme: This project specifically focused on building a dialogue for a shared future in the context of the twin transition, with Ceemet's participation.

- Goal: To promote stronger employee involvement in industrial transformation and develop policy recommendations for more inclusive transition strategies, as outlined on [Ceemet's website](#).

These projects also influence their participants' national practices. The exchange of good practices and the examples provided serve as valuable models for other EU Member States, particularly in Central and Eastern Europe.

In short and, as an active partner in many EU-funded projects dealing with skills transformation and social dialogue, Ceemet can safely affirm that strengthening collective bargaining coverage and promoting transnational exchanges of good practice through EU-supported projects can enhance Europe's capacity to anticipate change and support aligning training systems with industrial transformation.



2

Building on existing frameworks: Support sustainable growth without new directives

On the one hand, MET industries are actively engaged in national initiatives, contributing directly to the effective implementation of transition strategies on the ground. On the other hand, experience has shown that meaningful ecological and industrial transitions can only be achieved through national, sectoral, local, and company approaches^[1]. What better way to propose the most appropriate solutions than at the level closest to the needs and challenges of companies and workers?

While the pace of implementation of the transition naturally varies from one Member State to another depending on their economic structures, social dialogue and collective bargaining remain one of the most effective ways to drive structural change. As a matter of fact, social dialogue, a fundamental pillar of the European Social model, is today a crucial component in dealing with the twin transition.

Thus, Ceemet considers that the mere introduction of new EU-level legislation would not, in itself, ensure a just transition in the workplace. Experience demonstrates that the dynamics of employment and workplace transformation are complex and context-specific, requiring nuanced, locally grounded solutions that cannot be effectively imposed through a one-size-fits-all directive.

^[1] According to the last Eurobarometer, European citizens have more confidence in their local government (61%) than in the national or European government. This is also reflected in the governance of the world of work.

On the contrary, we believe that introducing a directive for a just transition in the world of work could undermine the autonomy of social partners, who are the relevant actors when addressing employment-related changes. From the Ceemet perspective, such a top-down approach not only undermines the established social dialogue mechanisms but also runs counter to the principle of better regulation, one of the new imperatives of the Commission.

Likewise, and as already mentioned, additional EU-level legislation on information and consultation of workers and their representatives would impose unnecessary administrative burdens, particularly on SMEs, and would run counter to the objectives of simplification, subsidiarity and strengthening the competitiveness of EU businesses, as set by European institutions themselves.

[1] According to the last Eurobarometer, European citizens have more confidence in their local government (61%) than in national or European government. This is also reflected in the governance of the world of work.

As regards skills, we believe that paid training leave can be an effective tool to boost training, quality employment and higher rates of job-to-job transition when negotiated by social partners and aligned with the organisational needs of companies. However, in our view, training must remain flexible and responsive, not a rigid obligation. For us, a universal right to training will not guarantee the quality and relevance of training, nor would it increase the participation rates of workers in training, in particular of low-skilled workers. Compulsory training programmes implemented in different countries have not proved successful, as they do not address the reasons why workers do not participate in training.

Again, here we would like to insist on the role that social partners play in the area of anticipation of skills and in the development of training schemes adapted to the needs of companies and connected at the same time to the competences' needs of workers.

Regarding EU policy initiatives in the area of fair transition, Ceemet would like to highlight the Council Recommendation on ensuring a fair transition towards climate neutrality. This recommendation already provides concrete guidance to Member States on how to address the employment and social aspects of the transition and mainstream fair transition aspects across all policies. Ceemet welcomes the Council advice in the area of the employment related aspects of the green (twin) transition and agrees with the coordinated policy that the Council introduces in the implementation of green policies across the different Member States.

A universal right to training will not guarantee the quality and relevance of training, nor would it increase the participation rates of workers in training, in particular of low-skilled workers.



Furthermore, the Council also calls on Member States to actively involve social partners in the formulation and implementation of policies that are impacting the labour market, even if they are not specifically labour market policies. In the transformation underway, all policies and legislative proposals are interconnected. Consequently, “greening policies” and “industrial policies”, for example, exert a substantial impact on labour markets. We thus can only welcome the reinforced role of social partners in the development of transition policies, and as recognised sectoral social partners stand ready to support the implementation of the fair transition recommendation at the national level.



Moreover, the EU is set to establish an EU Fair Transition Observatory that is expected to facilitate the monitoring and implementation of fair transition policies across the EU, at all levels and involving key stakeholders. “It will provide up-to-date information on fair transition policies, showcase best practice examples promoting fair transitions and strengthen the evidence base on fairness aspects of the transition through the collection and provision of relevant data and analytical work”.

As MET industries and as a recognised EU-level social partner, we are ready to contribute to the work of the observatory by providing information on the many examples of schemes that have proven to be successful in anticipating and managing change in our industries.

As already stated, EU-funded projects in the area of skills, as well as a reinforced exchange of good practices in the area of transition policies, also play a critical role in supporting the anticipation and management of change and ensuring a fair transition.

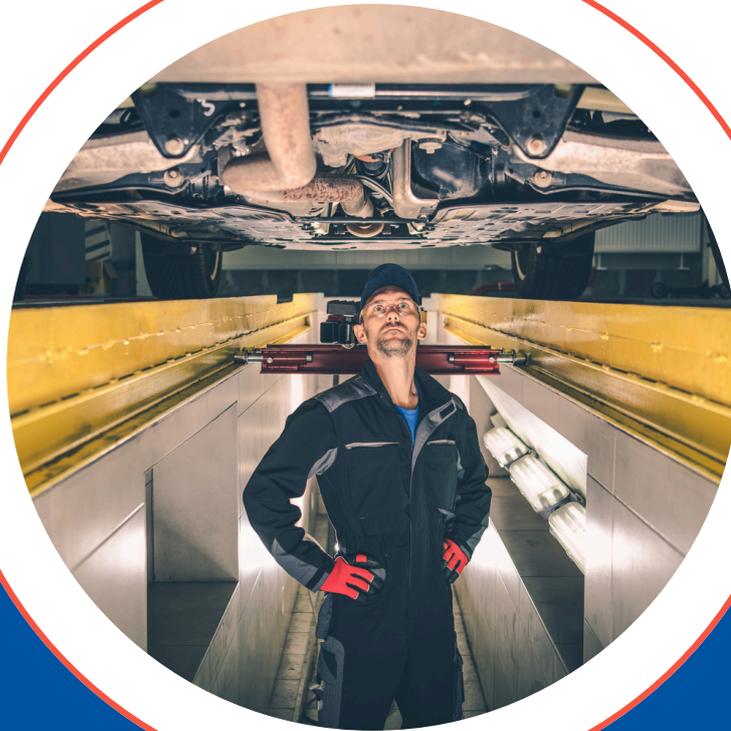
EU-funded projects in the area of skills play a critical role in supporting the anticipation and management of change and ensuring a fair transition.



As we can observe, the legislation, policy initiatives and tools to ensure the anticipation and management of change in a timely and adequate manner, notably in the MET industries, are already in place. For all these reasons, we do not see the need to enact additional legislation that will only result in overlapping initiatives and will bring additional legal uncertainty for companies. Rather, the focus should be placed in using in an adequate manner the instruments that already exist and in enforcing existing legislation.

There can be no just transition without a competitive economy. It is essential to act at the right level to enable a faster, fairer and better-assimilated transition.

Conclusion



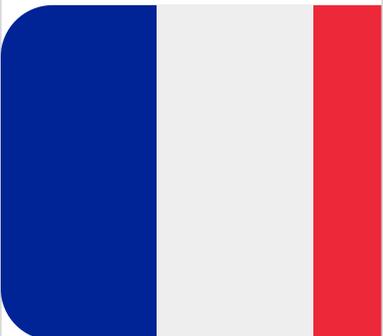
It is clear that the just transition is already highly regulated, both at the national and EU levels. MET companies have actively embraced this process, striving to address skills shortages to ensure a successful transition. Member States are also contributing through new legislation and strategic skills plans that support this objective. Together, these instruments enable employees to better understand and engage with the just transition. It would therefore be unnecessary to add a new layer of legislation to an already comprehensive framework that only needs to be developed further.

However, it remains essential to continue advancing the just transition at the appropriate scale, aligning measures as closely as possible with the needs of businesses, the economic realities of regions, and their populations. Anticipating change is becoming increasingly vital, particularly in response to technological progress and evolving market trends, and this anticipation can only be effective through direct collaboration with stakeholders on the ground. Hence, collective agreements play a crucial role in this regard. W

While not all European countries place the same emphasis on social dialogue—some preferring different forms of communication between employees and management—the influence of European projects on the development of these practices is evident. For this reason, the EU must continue supporting national, sectoral, and social dialogue initiatives to sustain and accelerate the just transition.

Finally, it is crucial that Europe avoids introducing additional directives or restrictive frameworks in this field.

Annexe 1: National and local initiatives on anticipating change

Country	National examples
	<p><u>FRANCE</u></p> <p>In France, the Metallurgy Observatory for Metallurgy Professions and Qualifications has the following main missions:</p> <ul style="list-style-type: none"> • Anticipating changes in employment in professions and qualifications, • Identifying factors driving technological, industrial, demographic and organisational change, • Developing the qualifications needed to meet the skills requirements of businesses. <p>Beyond the sectoral framework, some companies have developed their own observatories and internal initiatives that go beyond collective agreements. This is the case for Stellantis in France, which supports its carbon neutrality and electric vehicle objectives by expanding access to training through its Learning Hub. The Hub promotes mentoring and retraining for employees affected by the phase-out of combustion engines, and strengthening its internal employment observatory and Top Skills programme. This observatory forms part of the company's Job and Career Management System (GEPP)[1] – a proactive approach to aligning employee skills with labour market needs. In the automotive industry, Renault group has also adopted this three years agreement[2] to protect, accelerate, transform Renault group.</p> <p>Another example of GEPP is the Group agreement on job and career management at Schneider Electric for 2024–2027 which include several objectives such as guiding the evolution of jobs and skills, developing and strengthening employees' skills and employability, enriching professional dynamics throughout the career, supporting the end of careers, supporting jobs threatened by specific measures and sharing information on strategy within the group including at the level of Central Social and Economic Committees and Company Social and Economic Committees.</p>

[1] Job and Career Management in Companies (GEPP) applies to companies with more than 300 employees and to EU-wide companies with at least 150 employees in France. Every three years, employers and social partners must negotiate measures relating to job and career management, with a focus on forward-looking skills strategies (particularly those related to the green transition), internal mobility, vocational training, employment contracts, information on subcontractors and the career paths of trade union representatives. Examples include agreements concluded by Renault, Schneider Electric and Stellantis.

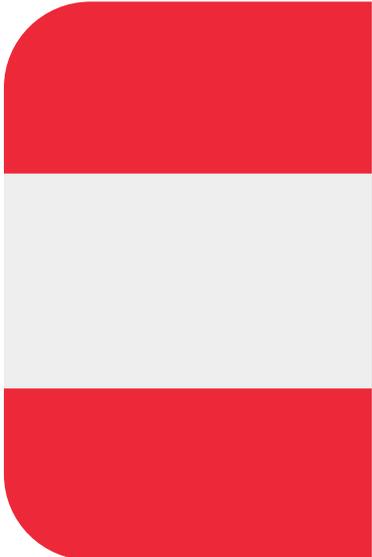
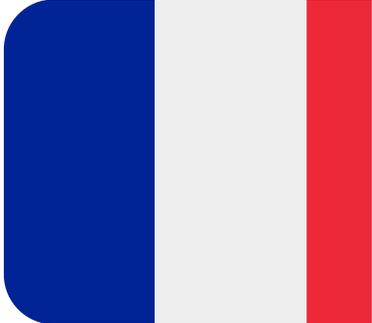
The agreement also aims to attract young talent, strengthen the employer's brand image and prepare employees for technological transformation through initiatives such as the Data & Software Academy, positioning Stellantis as a 'mobility technology company'.

[2] Renault Group, Protect, accelerate, transform: Renault Group signs a three-year trade union agreement
Press release, 19 December 2024

Country	National examples
	<p><u>GERMANY</u></p> <p>In Germany, several collective agreements in the metal and electrical industries (M+E) address the challenges of transformation. Two key agreements complement the general framework with specific provisions for managing the transition.</p> <p>The first, entitled 'Framework for Future Collective Bargaining Agreements', enables actors at company level to conduct joint analyses and discussions on the future of the company. These can lead to tailor-made agreements covering, for example, continuing training or other measures to support transformation. The framework is deliberately flexible, allowing companies and social partners to include provisions tailored to their specific needs.</p> <p>The second agreement introduces the possibility of reducing working hours during periods of transformation. In order to compensate for lost income, partial wage compensation is provided for under certain conditions. These collective agreements demonstrate the adaptability and pragmatism of social dialogue, providing companies with flexible tools to manage the transition effectively.</p>
	<p><u>SWEDEN</u></p> <p>In Sweden, transition organisations such as TSL and TRR are widely recognised as best practices in managing industrial restructuring, offering early and personalised support to employees and achieving high re-employment rates after redundancies.</p> <p>Another example is in Sweden, the Agreement on Transition and Lifelong Learning (2022) – a historic tripartite agreement between employers, trade unions and the state – establishes extensive training and redeployment measures. It grants employees greater rights to training and study assistance during the period of employment and transition (up to 44 weeks), jointly financed by employers and public funds. Transition organisations such as TSL offer tailored advice, support and training to facilitate re-employment. Together, these measures strengthen the long-term employability of employees while enabling companies to adapt smoothly to structural changes.</p>
	<p><u>THE NETHERLANDS</u></p> <p>In the Netherlands, the Dutch Industrial Coalition, in partnership with trade unions, has launched a joint ten-year labour market strategy to improve access to technical talent and retain skilled workers. This strategy promotes cross-sector mobility, skills-based recruitment, lifelong workplace learning, and stronger cooperation between industries. Moreover, the social partners have developed a framework for a ten-year work and development guarantee for anyone willing to enter any one of the six technical sectors, to retain technical talents and ease their transition from a declining sector to a thriving one.</p>

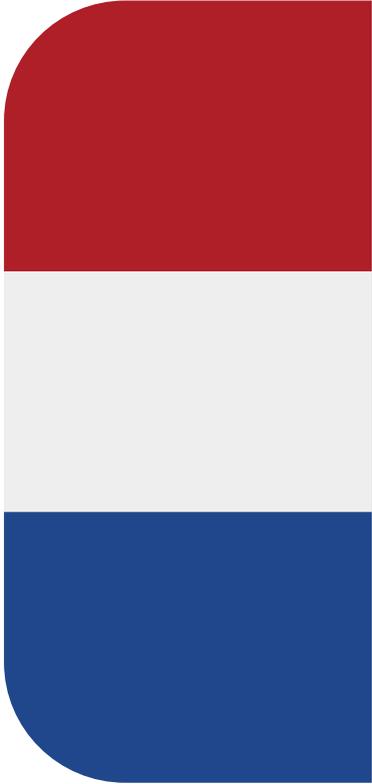
Country	National examples
	<p><u>SPAIN</u></p> <p>In Spain, the Just Transition Institute is responsible for managing policies that promote a low-carbon and socially equitable energy transition. Its main objective is to develop training, reskilling, and job relocation programs for affected workers. To this end, Just Transition agreements have been established to ensure the commitment and coordination of public administrations, as well as to provide support instruments throughout this process. These agreements prioritise maintaining and creating economic activity and employment, as well as encouraging population retention in territories affected by the energy transition.</p> <p>Additionally, some collective agreements in the metal sector have included the creation of Just Transition committees, aimed at studying and promoting sectoral measures that contribute to this transition. These measures include professional retraining, adaptation of workers' skills, adjustment of supply chains to climate-related risks, and strengthening business resilience, all with the goal of mitigating negative impacts on the land, society, and economy.</p>

Annexe 2: National and MET good practices on upskilling and reskilling workers

Country	National examples
	<p><u>AUSTRIA</u></p> <p>The Austrian Economic Chambers offer numerous continuing education programs and, with their various educational institutions (Wirtschaftsförderungsinstitute / WIFI), are the largest non-governmental provider of further education in Austria.</p> <p>These institutes across Austria offer a wide range of programs – from technology and digital skills to business, languages, and personal development – helping individuals and companies boost their professional qualifications.</p> <p>A key component is wise up, the WKÖ’s digital learning platform, which offers flexible, high-quality courses for apprentices and businesses. By expanding digital content and making training accessible anytime, wise up helps reduce skill gaps and supports companies in developing the qualified workforce they need.</p>
	<p><u>FRANCE</u></p> <p>In France, regulatory measures such as professional interviews, skills development plans and the Pro-A scheme are strengthening continuing training and career management in order to better anticipate changes in skills and ensure a smoother transition.</p>
	<p><u>LITHUANIA</u></p> <p>Lithuania has introduced a national retraining programme that provides funding for upskilling and reskilling both current and prospective employees in key sectors such as MET industries.[2]</p>

[1] Pro-A stands for ‘Reconversion ou Promotion par l’Alternance’ (retraining or promotion through work-study programmes).

[2] Susan Hayter and Jelle Visser, COLLECTIVE AGREEMENTS: EXTENDING LABOUR PROTECTION, International Labour Organisation, 2018.

Country	National examples
	<p><u>THE NETHERLANDS</u></p> <p>In the Netherlands, Labour market policy includes active labour market measures, lifelong learning initiatives and support for professional transition. In order to support the transition of target groups into shortage occupation in crucial sectors such as education, health sector and technical sectors, the Ministry of Social Affairs has launched so-called development paths, together with the crucial sectors. Development paths are modular, can be learned at the workplace for the most part and start from very simple to more complex skills that are needed in those sectors.</p> <p>In addition, the Netherlands has many collective labour agreements (CLAs) include training rights and dedicated learning budgets. Although there is no universal legal right to free training during working hours, this remains the responsibility of the company and the works council.</p> <p>Moreover, the social partners in the Dutch MET industries have extended the social dialogue by agreeing to a joint strategic agenda, besides the collective agreement. They co-operate on issues such as skills for the future, the development of a sectoral skills passport and appropriate trajectories for up- and reskilling. But also, on working conditions and environment, such as social safety and learning culture.</p>
	<p><u>POLAND</u></p> <p>Poland has implemented Sectoral Human Capital Studies[1] (SHCS) to identify sector-specific skills needs and address current and future skills gaps across industries, including the MET sectors.</p>
	<p><u>SLOVENIA</u></p> <p>In Slovenia, the National Programme for Adult Education (ReNPIO 2022–2030)[2] promotes access to quality learning for adults, supporting both the green transition and digital transformation.</p>

[1] Susan Hayter and Jelle Visser, COLLECTIVE AGREEMENTS: EXTENDING LABOUR PROTECTION, International Labour Organisation, 2018. More updated details on Cedefop, VET policy in Europe, Poland, <https://www.cedefop.europa.eu/en/tools/timeline-vet-policies-europe/search/44941>

[2] VET in Europe, Slovenia, Cedefop, <https://www.cedefop.europa.eu/en/tools/timeline-vet-policies-europe/search/39921>

Annexe 3: National legislation following the information and consultation directive

Country	National examples
	<p><u>THE NETHERLANDS</u></p> <p>Dutch laws and policies already cover key elements of a just transition:</p> <ul style="list-style-type: none"> • Labour market policy: includes active labour market measures, lifelong learning initiatives and support for professional transition. • Works Councils Act (WOR): imposes information and consultation rights on workers, ensuring that works councils are consulted on major changes such as restructuring, mergers or bankruptcies. • Social protection framework: strong social safety nets support workers during transitions, in line with the directive's focus on protection and adaptation measures. • Climate and energy transition policies: national measures already address the regional impacts of the green transition, providing targeted support to affected workers and regions.
	<p><u>SWEDEN</u></p> <p>In Sweden, the Co-determination Act (MBL) establishes robust mechanisms for informing and consulting employees:</p> <ul style="list-style-type: none"> • Information and consultation: employers must regularly inform trade unions about the company's activities and consult them before implementing significant organisational or operational changes. • Negotiation before decisions: employers are required to engage in dialogue with trade unions before making important decisions, in order to anticipate changes, even though the employer retains the final decision-making power. • Redundancy procedures: before proceeding with redundancies, employers must explore redeployment opportunities and offer relevant training to prepare employees for other roles, applying seniority rules where applicable.

Ceemet

European Tech &
Industry Employers

Get in touch



+32 2 786 30 45



secretariat@ceemet.org



www.ceemet.org



@ceemet



Rue Belliard 40 | Belliardstraat 40,
1040 Brussels, Belgium

